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11 May 1954

MEMORANDUM FOR: Director of Central Intelligence Agency

SUBJECT : CIA Career Service Board

1. The purpose of this memorandum is to request that I be relieved as Chairman of the CIA Career Service Board, and that the Assistant Director for Personnel be designated as the Chairman of this Board or of any such Board that should be designated as its successor. In submitting this request, there are several facts that I would like to call to your attention.

a. In April 1953, shortly after I returned from my enforced absence from the Agency, I was approached by the then DD/I and several other members of the Career Service Board with the request that I accept the Chairmanship of the CIA Career Service Board, with your approval, because the Board was relatively inactive and the program was falling into disrepute throughout the Agency.

b. After assuming the Chairmanship, an intensive program was developed to devise a career service system which could be put into effect throughout the Agency. This included among other things: the development of a legislative program; a study for better life insurance and health and accident protection for all employees; a new promotion policy; steps toward standardizing the career service systems of the various offices; and an aggressive program to spread the knowledge of the career service program among the employees of the Agency. Considerable effort was put into the weekly meetings of the CIA Career Service Board attended faithfully by such senior officials as Col. White, Gen. Col. Baird, Mr. Sheldon, etc.

c. As Inspector General I submitted to you a report on the Personnel Office in which I pointed out that the career service system had dissipated the authority of the Office of Personnel and that at an early date the Assistant Director for Personnel should take over the career service system so that there be a single system of personnel planning and management.

d. At the time that Mr. Reynolds was designated Assistant Director for Personnel it was suggested that he become Chairman of the CIA Career Service Board simultaneously. At that time I suggested that an extensive program for implementation of the CIA Career Service Program which I had commenced be completed before I relinquished the Chairmanship.

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NOTE: HR 70-2

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e. Subsequently the CIA Career Service Board adopted a program directed toward a presentation to all supervisors of the highlights of the Career Service Program by the Board in a special meeting in the Department of Agriculture Auditorium in June 1954, and the announcement of the program to be effective 1 July 1954, at which time the present Board would be dissolved and a new Board of slightly different composition established under the Chairmanship of the Assistant Director for Personnel. This was explained to the Deputy Director prior to his recent trip, and received his general concurrence.

f. At its meeting on 6 May the CIA Career Service Board approved the regulation establishing the program to be effective 1 July, subject to your approval. The Assistant Director for Personnel recorded certain reservations as to the effect of the program. It was pointed out to him that all of his views had been discussed in great detail over the past year (the verbatim record of the Board hearings are available). It was also noted that while the CIA Career Service Board did not feel that the system devised was perfect, it did feel that the CIA had talked enough about career service--for three years--and should now do something about it before the entire program was discredited in the eyes of the employee. The fact that this program had been passed by the Board and would require your approval--and possible explanation by the Board--was reported to you at your morning meeting on 10 May.

g. On 13 May Mr. Reynolds advised me that he had told the Deputy Director that there were so many problems concerned with implementing the CIA Career Service Program on 1 July that he recommended the present Board immediately be dissolved and the program be turned over to the Assistant Director for Personnel. On the same date, as Chairman of the CIA Career Service Board, I requested the Board to accept my resignation and submitted a motion suggesting the abolition of the Board. Both motions were rejected, but an alternate motion was adopted recommending that at your early convenience the Career Service Program be discussed with you and the Deputy Director by the Assistant Director for Personnel and myself.

2. The above gives you a brief synopsis of the recent major developments affecting the CIA Career Service Board. Not reflected in the above description are the thousands of man hours put into work on developing a career service program, not only by the CIA Career Service Board, but also by all of the office career service boards, and by a large number of task forces established under the CIA Board composed of representatives of all major interested components. It would be most unfortunate if the dedicated work of these individuals was not utilized, or if there is further delay in putting into effect a program. It is recognized that some of the solutions are not ideal, but it should be pointed out that these solutions have been agreed to by all components of the Agency as the

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3. It is therefore recommended:

a. that to prevent any further schism between the Personnel Office and the Career Service System the Assistant Director for Personnel be given full and complete authority and responsibility for development of the Career Service Program;

b. that the Chairmanship of the CIA Career Service Board, or its successor Board, be given to the Assistant Director for Personnel;

c. that every effort be made for the early implementation of a Career Service Program that can be announced and made available to all interested CIA employees.

Lyman B. Kirkpatrick
Chairman, CIA Career Service Board

cc: Assistant Director for Personnel

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be filed with K's memo
transmitting 110 to the DC (over)*

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Memo which Mr. [REDACTED] refers
to is filed in Task Force on
Responsibilities of Career Service
Boards dated 18 June 1954
subj: "Reorganization of the
CSC/CSB"

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25 June 54